

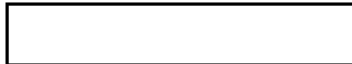
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Approved For Release 2005/11/23 : CIA-RDP80B01495R000500080029-1

8 November 1973

MEMORANDUM FOR: General Graham

THROUGH :



SUBJECT : Staff Support Data for Meeting Scheduled
November 21, 1973 between Messrs. Colby,
Lukasik, Marshall and General Graham

1. Yesterday I met with Mr. Andrew Marshall at the Pentagon. The primary purpose of the meeting was to discuss the subject matter of a meeting which had been scheduled for Friday, November 9, 1973. Andy informed me that the meeting date had been changed to 10:30 a.m., Wednesday, November 21. The meeting will be held in Mr. Colby's office and will include General Graham, Mr. Lukasik, Director of ARPA and Mr. Marshall, Director of Net Assessments, DOD.

2. The primary purpose of the meeting is contained in a memorandum for Mr. Lukasik from A. W. Marshall, Subject: Development of an ARPA Intelligence Analysis R&D Program dated May 31, 1973. (See Attachment A). This memorandum was sent to Mr. Colby on June 6 and was raised in the Management Committee as MCA-45 on the 6th of August at which time discussion and action were postponed.

3. Mr. Marshall's main point in his memorandum is that a gap now exists in national intelligence programs with respect to R&D on intelligence analysis. His memo recommends six areas of focus for an R&D program to fill this gap. These are (1) Organizational behavior and decisionmaking; (2) Personality and elite studies; (3) Communications; (4) Major systems approach; (5) Comparative Economics, and (6) Comparative Force Analysis. He discusses the problem and suggests directions which might be taken for such a program over the first three years.

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4. Mr. Marshall's efforts in this direction have been evident for some time and are supported by many adherents in the community. One example of the impact can be found in the recent organization of the Center for Analytical Development in the Office of Research and Development at CIA. Another impact can be found in the ARPA program.

5. Attachment B is a memorandum for the Director of ARPA from Dr. Albert C. Hall, Assistant Secretary of Defense for Intelligence dated 2 August 1972 supporting Mr. Marshall's ideas in this area and appealing to ARPA for assistance.

6. Attachment C is a memorandum from the Director of DIA to the Director of ARPA dated 21 September 1972, which addresses itself to a DIA program in this area and ARPA support of that program.

7. Today I met with Mr. Vern Fryklund, Director of Technology Assessment in ARPA and Jerry Sullivan, one of his associates to discuss ARPA activities in support of intelligence. Over the past years I have been associated with various ARPA sponsored intelligence related projects. However, this was the first time that I had been made aware of the size and magnitude of the ARPA commitment.

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9. All of this is merely to point out that ARPA's involvement and support of the intelligence community is extensive. The particular area of Mr. Marshall's concern is quite a bit greater than the \$1.5 million attributed to the analytical Research and Development Support category in Attachment D.

10. One can conclude from all of this that there is a considerable program involving ARPA as well as intelligence community elements addressing various parts of the problems listed by Mr. Marshall's memo of May 31, 1973. It can also be concluded that these efforts are not being coordinated or shaped in such a manner as to give assurance to the DCI, the Director of ARPA and intelligence program managers that this effort fills the gap that Mr. Marshall refers to or indeed represents an efficient and effective attack upon the general problem.

11. For these reasons I recommend that your primary thrust at the meeting on November 21 should be similar to the one you took at the recent ARPA/SRI meeting. This would recommend that IC undertake to chair a community external research review working group which would address itself to the problem of the needs for such research in given areas, the conditions and effectiveness of current external efforts and recommended changes in the various external research programs which may be required. I think it should be stressed that although ARPA is not a "member" of the community, it is essential that it be included in the activities of such a review group. One option that you might consider in this context is to make this a working group of the Intelligence Research and Development Council of IRAC (e.g., the Director of ARPA is represented on this council). I would also point out that the Terms of Reference of the Council (Section C 3) call for a review of the rationale and perspective for proposed intelligence R&D in the context of the present technology and analytical methodology.

12. If you can get Mr. Colby's agreement in principle to this course of action it would be reinforcing to our original intent to draw up the documents necessary to establish such a community group.

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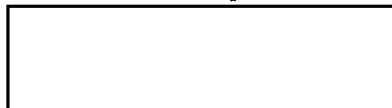
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beyond the forum for which it is intended. I mention this only in the interest of continuing our good working relationship with the ARPA people.



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Chief,
Special Projects Branch, PRG

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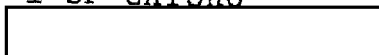


1-Dr. Clarke

1-PRG Chrono.

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